

Proposal For:

**City of Fredericksburg
Counties of Spotsylvania and Stafford
Virginia**

May 26, 2000

Proposal Accepted:

Name: _____

Date: _____

Title/Authority: _____

Committed Budget Amount: \$ _____

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GENERAL COMPANY INFORMATION:

Name of company: Randall Travel Marketing, Inc.

Address: 6033 Springhouse Lane
Charlotte, NC 28211

Telephone and FAX number: Telephone: 704-364-2679
FAX: 704-364-2485

Agency website address: RTMnet.com

Email address of primary contact: judy@RTMnet.com

When company established: March, 1998

Number of employees: 4 full time:

- Judy L. Randall, President and CEO
- Dr. Larry Gustke Ph.D, Research Supervisor
- Berkeley W. Young, Director of Client Services
- Ken Teeter, Director of RTMtec

3 part time:

- Lisa Alford, Bookkeeper
- Dr. William D. Randall Ph. D., CFO
- Craig Tucker, Technical Services

List of clients: (List of clients and contact information pages 14-17)

Detailed description of the approach that will be taken to meet the outlined scope of work: (See proposal pages 3-7)

Brief professional biography for primary contact and project team:
(See pages 10-13)

Organization and management of the project team, including projected man hours by job title and task:

Project Team: Judy L. Randall, Project Director (120 hours)
Dr. Larry D. Gustke, Research supervisor (80 hours)
Berkeley W. Young, Project manager (180 hours)
Ken Teeter, Technology supervisor (40 hours)

Total anticipated man hours: 420 man hours

PROPOSAL FOR: City of Fredericksburg, Counties of Spotsylvania and Stafford, Virginia

DATE: May 26, 2000

OBJECTIVE: *Develop a research-based strategic tourism study for most effective tourism positioning and marketing of the City of Fredericksburg, and the Counties of Spotsylvania and Stafford, Virginia.*

Randall Travel Marketing, Inc. proposes that a visitor profile and market identification study be conducted.

METHODOLOGY:

1. Initial Review:

Randall Travel Marketing (RTM) professionals will conduct an extensive review of all tourism-related data and previous research on the City of Fredericksburg and Counties of Spotsylvania and Stafford, Virginia including:

- State of Virginia tourism studies identifying visitor profiles, and tourism behavior patterns.
- All previous tourism research studies and plans.
- History and projections for resident demographic and socioeconomic profiles for the three areas.
- U.S. and State of Virginia Economic Forecast Reports for the region.
- TIA (Travel Industry of America) trends, visitor behavior studies, and most desired tourism products for visitors to areas similar to this region.

The specific goal of this data review is to determine the current information on the visitor profile, spending patterns, seasonality, and the most-desired unmet needs for these visitors and residents.

2. Reconnaissance:

A professional reconnaissance team will visit the City of Fredericksburg, and Counties of Spotsylvania and Stafford and fully evaluate the site from the perspective of the tourist. The following objectives will be accomplished:

- “Mystery shop” state, regional and local welcome centers
- Evaluate gateways, wayfinding, signage, and visit facilitation efforts.
- Visit attractions, hotels, restaurants and other visitor amenities and document the experience, including hospitality training evidenced to our team.
- Intercept interviews will be conducted with a random selection of visitors throughout the area.

A comprehensive report will be prepared documenting our findings.

3. Current Status:

Our project team will interview selected staff and industry representatives to fully understand the status of tourism in the area. We will request and analyze the following:

- Growth in tourism revenues for the past 5 years
- Growth in lodging and attraction inventory for the past 5 years
- Organizational structure of the DMOs (Destination Marketing Organizations) for the three areas
- Funding and budget allocations for tourism
- Promotional efforts for the past 5 years and return on investment measures

4. Creative Analysis:

Our project team will gather samples of current and past promotional materials for creative analysis. A comprehensive report analyzing these materials will be prepared.

5. Research:

A minimum of 150 interviews will be conducted with a random sample of visitors and inquiries for the three areas. The exact number of interviews will be determined by visitor count data provided by City of Fredericksburg, and Counties of Spotsylvania and Stafford. Telephone interviews will also be conducted as needed to ensure full understanding of visitors.

6. Regional Data Bases:

Regional databases will be queried to identify possible potential new target markets.

7. Interviews With Management:

Interviews will also be conducted with selected management of the City of Fredericksburg, and Counties of Spotsylvania and Stafford attractions and amenities.

8. Technical Evaluation:

Databases, inquiry and fulfillment processes, and data mining processes will be evaluated. Additionally, web site for the DMO will be evaluated.

9. Strategic Marketing Plan:

Based on research findings a comprehensive marketing plan will be completed. This will include recommended growth objectives, target audiences, recommended positioning, and recommended marketing strategies.

DELIVERABLES:

Three (3) copies of final, written document, in notebook format, will be provided.
This document will include:

Research Report Containing:

- Reconnaissance Report
- Profile of most likely potential visitors
- Visitor origin points
- Visitor conversion statistics
- Party size
- Spending patterns
- Rank order of visitor interests
- Rating of attractions
- Evaluation of unmet visitor needs/interests
- Demographics (age, sex, income, occupations)
- Most effective outreach messages and methods

Reconnaissance Report Containing:

- Comprehensive documentation of full site visit and evaluation

Current Status Containing:

- Documentation of growth of tourism revenues for past 5 years
- Documentation of growth of tourism product inventory for past 5 years
- Analysis of tourism funding processes
- Analysis of tourism budgeting and staffing
- Evaluation of advertising placement, efficiencies and return on investment measures

Creative Evaluation Containing:

- Evaluation of existing creative and marketing materials (brochures, ads, PR, etc.)

Technical Report Containing:

- Evaluation and recommendations for data processes (Inquiry to fulfillment to database to data mining)
- Evaluation of web site

Strategic Marketing Plan Containing Recommendations For:

- Specific marketing objectives
- Positioning statements
- Profile of targeted audience(s)
- Marketing strategies
- Product development strategies
- Funding strategies
- Results measures

TIME FRAME: Twelve weeks from acceptance of proposal to delivery of marketing plan

COSTS:

Professional Fees:..... **\$ 25,000**

Includes consulting fees of Randall Travel Marketing professionals, research design, supervision and project management

Expenses Estimate:..... **\$ 2,000**

Includes out-of-pocket expenses for travel costs, long-distance, postage, fax, etc.

BILLING SCHEDULE:

- 1/3 Initial payment - - due upon approval of contract \$ 9,000
- 1/3 Mid-point payment - - due upon completion of questionnaire \$ 9,000
- 1/3 Final payment - - due upon project completion \$ 7,000

TOTAL.....\$25,000

Expenses will be billed as incurred.

PROJECT SCHEDULE:**(Project will be scheduled upon approval of contract)****(All dates are 2000)****Date:**

Approval of contract	July 20
Delivery of inquiry names, addresses, phone numbers to RTM	Aug. 10
Survey for Executive Committee sent to members	Aug. 4
Initial Reconnaissance Trip	Aug. 18 - 21
Meeting with Committee to review questionnaire	Aug. 18 @ 3:30pm
Review project status	
Interview Executive Committee surveys	
Survey mailed to random sample of visitors/inquiries	Sept. 7
FAX survey sent to hoteliers	Sept. 8
2 nd Reconnaissance Trip	
Meet with local industry and present findings	
Telephone interviews	Sept-Oct
Data collection complete	Oct 30
Data analysis	Oct 30-Nov10
Research report complete	Nov 20
Research report and strategic marketing plan presented to client (working session) DATE TO BE DETERMINED	

COMPANY BACKGROUND FOR RANDALL TRAVEL MARKETING

Randall Travel Marketing, Inc. focuses solely on strategic planning, market research, consulting, marketing planning, product development, teaching, and trend analysis for the travel and tourism industry.

VISION AND MISSION STATEMENT

Establish a powerful, national network of travel and tourism professionals.

RESEARCH-BASED MARKETING

Walt Disney said it best. "You don't build it for yourself. You find out what the people want and you build it for them." This is the essence of research-based marketing. Scientific, reliable research is logical, and guarantees results. No more gambling. No more guesswork. No more wasted marketing money. It just simply works.

COMPANY CAPABILITIES AND EXPERTISE

- Travel and Tourism Business Growth Consulting
- Comprehensive Tourism Market Research
- Strategic Planning
- Marketing Plans
- Feasibility Studies
- Economic Impact Studies
- Technology Analysis and Reviews
- Product Development Consulting
- Promotion Return On Investment Studies
- Strategic Guidance and Supervision for Advertising and Public Relations
- Workshops, Teaching, and Seminars For Travel and Tourism Marketing and Promotion

SERVICES OFFERED BY RANDALL TRAVEL MARKETING

Randall Travel Marketing offers a wide range of services and resources for all segments of the travel and tourism industry including destination marketing organizations (DMOs), attractions, lodging, food service, group tour, conventions, transportation services, festivals/events, parks and recreation.

Comprehensive Research and Strategic Plan

RTM provides comprehensive research-based strategic plan studies to determine positioning, and marketing strategies. Prices are determined based on scope of individual project and includes:

- Reconnaissance and mystery shopping report
- Audit of current status, history and market share analysis
- Visitor profile and conversion research (and comparability to state and national research)
- Creative evaluation of marketing materials, advertising, and placement
- Recommended marketing position and strategies based on research findings

Research

RTM conducts a wide range of research for travel and tourism clients. Prices are determined based on scope of individual project. Typical projects include:

- Visitor Profile Studies
- Conversion Studies
- Economic Impact Studies
- 50-State Guide Effectiveness Studies: *An annual comparative analysis study conducted by RTM to measure the effectiveness of State Travel Guides and Websites.*
- Focus Groups and Focus Forums

Consulting

RTM provides consulting services based on individual client needs. Prices are based on \$1,000 per professional day plus expenses:

- Site evaluations and feasibility studies
- Board of Directors retreats, training and vision sessions
- Tourism product development consulting
- Marketing planning sessions

RTMtec Services

Helping travel professionals integrate technology and marketing:

- Inquiry Systems Audit – evaluation of the systems that process inquiries (telephone, web, mail, email, and reader service) and fulfillment requests.
- Web Site Evaluation – determines how easily consumers can find the web site and whether their needs are satisfied once they arrive.
- eMarketing Service – provides assistance with evaluating, establishing, and managing email marketing programs.

RTMPro

An on-line professional network exclusively for the travel and tourism industry. Membership Cost is \$175 annually. Visit www.RTMpro.com to learn more.

Seminars and Educational Workshops

- NOTE: See complete list of seminars and publications available from RTM. Also see list on our web site www.RTMnet.com.

STAFF BIOGRAPHICAL INFORMATION AND CREDENTIALS

Judy L. Randall, President and CEO

20 years of travel/tourism and marketing experience. Randall has worked with attractions, hotels and Inns, festivals, events, and destination marketing organizations throughout the country

Recent and current work includes comprehensive marketing studies for the following:

- Memphis, Tennessee CVB
- Newport News, Virginia Tourism Authority
- Cartersville-Bartow County CVB (Cartersville, GA)
- Independent Innkeepers Association (366 Inns in North America)
- Shreveport-Bossier CVB (Shreveport, LA)
- Greenville-Washington County CVB (Greenville, MS)
- Alabama Mountain Lakes Tourist Association (16 Counties in North Alabama)
- North Carolina Performing Arts Coalition
- Columbus CVB and Port Columbus Civil War Naval Museum (Columbus, GA)
- Onslow County Tourism, (Jacksonville, North Carolina)
- Macon CVB and NewTown Macon Coalition For Downtown and Tourism Marketing (Macon, GA)
- Historic Douglass Theater (Macon, Georgia)
- Clayton County CVB and International Park (Jonesboro, GA)
- Cleveland-Bradley County CVB (Cleveland, TN)
- Alpine Helen-White County CVB (Helen, GA)
- Daniel Stowe Botanical Garden (Belmont, NC)
- Gainesville-Hall County/NE Georgia Regional Visitor's Center
- Brevard-Transylvania County TDA (Brevard, NC)

Randall is a frequent speaker and seminar leader for the tourism industry. Recent speaking engagements include:

- Tri-States CVB Association (NC, SC, VA,) (February, 2000)
- International Association of Convention & Visitor Bureaus (January, 2000)
- South Carolina Governor's Conference (February, 2000)
- American Bus Association (December, 1999)
- International Innkeepers Association (Victoria, B.C. November, 1999 & Myrtle Beach, SC March, 2000)
- Kentucky Tourism Conference (October, 1999)
- Tennessee Governor's Conference on Tourism (September, 1999)
- Virginia Travel Partners Annual Conference (July, 1999)
- Mississippi Governor's Conference On Tourism (February, 1999)
- Southeast Tourism Society Travel College & Annual Meeting (7 years)
- Louisiana Travel Promotion Association (January and April, 1998)
- Georgia Governor's Conference on Tourism (November, 1997)
- Alabama Governor's Conference on Tourism (October, 1997)
- National Conference For Outdoor Drama (October, 1997)

Randall, along with Dr. Larry Gustke, authors the annual *Top Ten Trends In Travel and Tourism*, which is used internationally by tourism marketing organizations. Her writings and reports on marketing and tourism promotion are well known throughout the industry.

STAFF BIOGRAPHICAL INFORMATION AND CREDENTIALS

Larry D. Gustke, Ph.D.

20 years experience in conducting research on outdoor recreation, tourist behavior and tourism marketing. Conducted research in California, Florida, Georgia, Michigan, New Hampshire, North Carolina, Tennessee, and Texas.

Randall Travel Marketing: Tourism and Marketing Research Associate

Design and implement:

1. Visitor Inquiry-Profile-Conversion Studies
2. Economic Impact Studies
3. Market Strategies and Tactics
4. Visitor Center Feasibility Study
5. Promotion Return on Investment Studies

Office of Park and Tourism Research (OPTR)

Faculty and Research Associate (nine years)
Department of Parks, Recreation and Tourism Management
North Carolina State University
Raleigh, North Carolina

Design and conduct:

1. Tourism Marketing Research
2. Tourism Product Assessment
3. Tourism Planning and Development
4. Tourism Economic Development Strategies

Teach undergraduate and graduate classes in tourism management and planning.

Current and Recent Clients

- NewTown Macon Coalition For Downtown and Tourism Marketing (Macon, GA)
- Shreveport-Bossier CVB (Shreveport, LA)
- Greenville-Washington County CVB (Greenville, MS)
- Onslow County Tourism, (Jacksonville, NC)
- Gainesville-Hall County CVB (Gainesville, GA)
- Alpine Helen-White County (Helen, GA)
- Cleveland-Bradley County (Cleveland, TN)
- State of North Carolina - Travel and Tourism Division (Raleigh, NC)
- Durham Convention and Visitors Bureau (Durham, NC)
- Greater Raleigh CVB Raleigh (Raleigh, NC)

Professional Associations

North Carolina Travel Council
Travel and Tourism Research Association, International

STAFF BIOGRAPHICAL INFORMATION AND CREDENTIALS

Berkeley W. Young, Director of Client Services

15 years of retail and travel/tourism marketing and management experience. Young began his marketing career in the competitive retail & contract furnishings industry and made the transition to travel and tourism marketing. As the Executive Director of a rural tourism development authority and Chamber of Commerce he oversaw the creation and success of a start up research based marketing program. Based on his successes at the tourism authority, Young was hired as Director of Sales and quickly promoted to General Manager of a large golf resort managed by the nations largest hotel Management Company. Young's experience in the public and private sectors gives him a unique perspective and insight into tourism marketing.

Current and Recent Clients

- 50 State Visitor Guide Study
- Memphis CVB (Memphis, Tennessee)
- Cartersville-Bartow County CVB (Cartersville, GA)
- Shreveport-Bossier CVB (Shreveport, LA)
- Greenville-Washington County CVB (Greenville, MS)
- Louisiana Office of Tourism (Baton Rouge, LA)
- Decatur CVB (Decatur, AL)
- Macon CVB and NewTown Macon Coalition For Downtown and Tourism Marketing (Macon, GA)
- Douglass Theater (Macon, GA)
- Clayton County CVB (Jonesboro, GA)
- Columbus CVB and Port Columbus Civil War Naval Museum (Columbus, GA)
- Clayton County International Park (Jonesboro, GA)
- Alabama Mountain Lakes Tourist Association (Mooresville, AL)
- Toccoa/Stephens County Chamber of Commerce (Toccoa, GA)
- Onslow County Tourism (Jacksonville, NC)

Young has served many organizations in management roles ranging from Director of Sales to General Manager including the following:

- Woodward and Lothrop, Inc. (Washington, DC)
- Young Interior Solutions (Greenville, SC)
- Hickory Nut Gorge Chamber of Commerce (Chimney Rock, NC)
- Rutherford County Tourism Development Authority (Rutherfordton, NC)
- Fairfield Mountains Golf Resort, managed by Colony Hotels & Resorts, a wholly owned subsidiary of Interstate Hotels Corporation (Lake Lure, NC)

Young has been an active board member and officer of many travel and tourism marketing and promotion organizations:

- Western North Carolina Association of Chamber Executives
- Blue Ridge Mountain Host
- Great Smoky Mountains Golf Association
- North Carolina Golf Marketing Alliance
- Travel Council of North Carolina

STAFF BIOGRAPHICAL INFORMATION AND CREDENTIALS

Kenneth N. Teeter, Director of RTMtec

15 years of sales, marketing, and technology marketing experience in travel and consumer promotions. Ken handles web site evaluations, inquiry and database marketing analysis, and technology consulting for Randall Travel Marketing. A mechanical engineer with a MBA, Ken's accomplishments in the travel and tourism industry include web site and database work for state, regional and DMO clients across the country including:

- Delaware Department of Tourism
- Illinois Department of Tourism
- Indiana Department of Tourism
- Travel Michigan
- Montana Department of Tourism
- New York State Department of Tourism
- North Carolina Department of Tourism, Film, and Sports Development
- Oklahoma Department of Tourism
- Rosemont CVB (near Chicago)
- Smoky Mountain Host (North Carolina)
- Wisconsin Department of Travel and Tourism

Ken has served in the following roles:

- Director of Business Development, Destination Marketing Group (Mooresville, NC)
- Director of Operations, Destination Marketing Group (Livonia, MI)
- Director, Valassis of Canada (Toronto, ON)
- Director, Valassis Direct Response (Arlington, TX)
- Manager, Electronic Imaging Group, Valassis Communications, Inc. (Livonia, MI)
- Manager, Engineering and Maintenance, Valassis Communications, Inc. (Wichita, KS)
- Mechanical Engineer, Valassis Communications, Inc., (Durham, NC/Wichita, KS)

Education

- Bachelor of Science in Mechanical Engineering
North Carolina State University
Raleigh, North Carolina
- Master of Business Administration
Wichita State University
Wichita, Kansas

DESCRIPTION OF FIRM'S EXPERIENCE

Our professional team has (individually and collectively) performed numerous studies and marketing planning projects in travel and tourism. With over 40 years of combined experience in strategic tourism research and consulting, we bring significant credentials to our work. This list below reflects our expertise in providing comprehensive tourism research, strategic planning and marketing studies on the state, regional, county and city level.

Clients in Process:

- Newport News, VA
- Natural Bridge/Rockbridge County, VA
- Salisbury/Rowan County, NC
- Oak Ridge, TN

County, City, Chamber Tourism Studies:

- **2000- Clarksville, Tennessee Economic Development Council:** Comprehensive research study including reconnaissance, visitor profile, and strategic plan. Reference: Michelle Dickerson, 931-647-2331.
- **2000 – Memphis, Tennessee Convention and Visitors Bureau:** Full reconnaissance, site evaluation and report. Reference: Regena Bearden, 901-543-5300.
- **2000 – Shreveport –Bossier Convention and Tourist Bureau (Shreveport, LA):** Comprehensive visitor profile and conversion study. Focus Forum study with area residents to determine tourism perceptions. Reference: Stacy Brown, 318-222-9391.
- **1999- Greenville-Washington County CVB (Greenville, MS):** Comprehensive conversion and visitor profile study. Reference: Bill Seratt, 662-334-2711.
- **1999 – Cartersville – Bartow County CVB (Cartersville, GA):** Comprehensive market analysis and tourism conversion study. Reference: Ellen Archer, 770-387-1357
- **1999 – Statesboro Convention and Visitors Bureau (Statesboro, GA):** Comprehensive market analysis and tourism conversion study. Reference: Mandy Fortune, 912-489-1869
- **1999 – Decatur CVB (Decatur, AI):** Market analysis and tourism conversion study. Reference: Pam Swanner, 256-350-2028
- **1999 – Columbus CVB (Columbus, GA):** Comprehensive market analysis & tourism conversion study. Reference: Brenda Price, 800-999-1613.
- **1999 – Onslow County Tourism (Jacksonville, NC):** Year-long intercept program, comprehensive visitor conversion study, and specific military market study. Contact Janice Roamer, 910-455-1113.
- **1999 – Goldsboro-Wayne County Chamber of Commerce (Goldsboro, NC):** Comprehensive visitor conversion and profile study. Board training and on-going consulting. Reference: John Peacock, 919-734-2241.
- **1998 – Macon CVB and NewTown Macon Coalition For Downtown and Tourism Marketing (Macon, GA):** Comprehensive market research and strategic planning for downtown Macon and Bibb County tourism marketing efforts: Reference: Janice Marshall, Macon CVB, 912-743-3401.

- **1998 – Toccoa-Stephens County Chamber of Commerce (Toccoa, GA):** Initial tourism market study, product evaluation & development, target visitor identification, marketing strategies. Reference: Cynthia Brown, 706-886-2132.
- **1998 – Clayton County Convention and Visitors Bureau (Jonesboro, GA):** Market evaluation, visitor profile, and strategic marketing plan development. Reference: Stacey Dickson, 770-478-4800, extension 4.
- **1997 - Cleveland Chamber of Commerce (Cleveland, Tennessee):** Comprehensive visitor study, tourist expenditures, market development and marketing strategies (Gustke, Randall). Reference: Leslie Christian, 423-472-6587.
- **1997 – Gainesville/Hall County Chamber of Commerce (Gainesville, Georgia):** Feasibility Study to determine need for regional visitor center including location, product mix, and recommended funding. Reference: Kit Dunlap, 770-532-6206
- **1997 – Helen CVB/White County (Helen, Georgia):** Comprehensive tourism product assessment, visitor profile, product positioning, product development, and marketing strategies. Reference: Helen Fincher, Helen CVB, 706-878-2747.
- **1997 – Augusta-Richmond County CVB (Augusta, Georgia):** Comprehensive visitor and conversion study, product assessment and marketing strategies. Reference: Barry White, 706-823-6600.
- **1996 – Hickory CVB (Hickory, North Carolina):** Comprehensive visitor profile, product assessment, interface with furniture industry, product development, recommended target markets and market segments, and marketing strategies. Reference: Lynn Lail, Chairperson, Tourism Research Study Committee, 704-324-4546.
- **1995 – Anniston Chamber of Commerce (Anniston, Alabama):** Product assessment, product development, and marketing recommendations. Reference: Cindy Bailey, Anniston Chamber of Commerce (now at Dahlgonega/Lumpkin County Chamber of Commerce, 706-864-3711).
- **1995 – Americus/Sumter County Chamber of Commerce (Americus, Georgia):** Comprehensive visitor and conversion study, product assessment, marketing recommendations (Gustke, Randall). Reference: Chris Spradlin, Americus-Sumter County Chamber of Commerce, (now at Underground Atlanta, 404-523-2311, ext. 7008).
- **1993 – Richmond County, NC Chamber Study (Rockingham, North Carolina):** Visitor profile study and marketing recommendations (Randall). Reference: Rockingham/Richmond County Chamber of Commerce, 910-895-9057
- **1992 – Edenton/Chowan County Chamber of Commerce (Edenton, North Carolina):** Visitor profile, economic development assessment, and marketing recommendations (Randall). Reference: Richard Bunch, Edenton/Chowan County Chamber of Commerce, 919-482-3400.
- **1992 – Brevard/Transylvania Tourism Development Authority (Brevard, North Carolina):** Comprehensive visitor profile study, product assessment, conversion study, economic impact, and marketing recommendations (Gustke, Randall).
- **1991 – Boone CVB (Boone, North Carolina):** Visitor profile study, product development, and marketing recommendations (Randall).
- **Salisbury/Rowan County CVB (Salisbury, NC):** Visitor profile study, and marketing recommendations (Randall). Reference: Judy Newman, Salisbury CVB, 704-638-3100.

Statewide and Regional Tourism Studies:

- **1999 – Louisiana Office of Tourism Statewide Visitors Guide Evaluation:** Evaluation of visitor's guide for Louisiana and competitor states. Recommendations for user-friendliness and marketing. Reference: Mark Northington, Louisiana Office of Tourism, 504-342-8144.
- **1999 – Alabama Mountain Lakes Region:** Regional visitor profile and positioning study for the sixteen county region of North Alabama. Reference: Georgia Turner, 256-350-3500
- **1995 – North Carolina Travel Council Membership Research Inventory and Index:** Statewide inventory of travel and tourism research (Gustke, Randall). Reference: Travel Council of North Carolina member Shelly Green, 919-968-2060.
- **1994 North Carolina Visitor Study:** Market profile and expenditures of NC visitors (Gustke). Reference: NC Division of Travel and Tourism, 919-733-4171.
- **1994 North Carolina Historic Sites:** Summer/Fall visitor study completed for NC Historic Sites (Gustke). Reference: Jim McPherson, NC Historic Sites, 919-733-4763
- **1994 North Carolina International Travel Task Force:** Data and statistics provided to gubernatorial task force (Gustke). Reference: NC Division of Travel and Tourism, 919-733-4171

Statewide and Regional Tourism Studies (Cont'd):

- **1993 North Carolina Inquiry Conversion Study:** Visitor conversion for NC Travel and Tourism Division (Gustke). Reference: NC Division of Travel and Tourism, 919-733-4171.
- **1993 – 98 Five-Year Marketing Plan for North Carolina Division of Travel and Tourism:** Developed comprehensive five-year plan (Gustke). Reference: NC Division of Travel and Tourism, 919-733-4171.
- **1993 North Carolina Aquariums Visitors Study:** Visitor profile and travel behavior study conducted for NC Aquariums (Gustke). Reference: W. Neal Conoley, Jr., Executive Director, NC Aquariums, 919-733-2290.
- **1992 Survey of North Carolina Legislators:** Comprehensive survey of state legislators' opinions and expectations about the statewide travel industry (Gustke, Randall). Reference: Ralph Peters, Travel Council of North Carolina (retired), 704-542-3738.

Hotels, Inns and Lodging Properties:

- **1999 – Independent Innkeepers Association (US, Canada, Mexico).** On-going market research and consulting for this professional association of the 366 best Inns in North America. Contact: Sue Moore, 800-344-5244.
- **1999 – Inn at Occidental (Sonoma County, CA).** Consulting and marketing for this premier Inn in the Wine Country. Contact: Jean and Bill Bullard, 707-874-1047.
- **1999 – Esmeralda Inn (Chimney Rock, NC):** On-going research and consulting for this historic inn, originally built in 1890. Contact: JoAnn Okpych, 828-625-9105.
- **1999 – Oak Bluffs Inn (Martha's Vineyard, MA):** Site evaluation, analysis of current and potential client base, marketing planning. Contact: Lisbeth Cooper, 828-625-1589.
- **1999 – Parkwood Motel and RV Center (Statesboro, GA):** Site evaluation, customer base analysis, marketing recommendations. Contact: Harry Wachinak, 912-681-3105

Attractions and Festivals:

- **1999 - Port Columbus Civil War Naval Center (Columbus, GA):** Comprehensive positioning, and initial marketing planning for this new historic site and experiential museum. Reference: Bruce Smith, 706-324-7334
- **1999 – Douglass Theater (Macon, GA):** Comprehensive positioning, product development, and marketing study. Reference: Pamela Richardson, 912-743-6179.

- **1999 – NC Summer Performing Arts Consortium (Raleigh, NC):** Consulting for product development, positioning and marketing. Reference: Karen Wells, NC Arts Council, 919-733-2111.
- **1999 – Feasibility Study: Military Museum Attraction (Columbus, GA):** Research, focus forums, site evaluation, and feasibility study for major new museum attraction for Columbus, GA. Reference: Mat Swift, W.C. Bradley Company, 706-571-6059.
- **1998 – Clayton County International Park ('96 Olympic Site) (Jonesboro, GA):** Product assessment and market evaluation for most appropriate marketing strategies for this \$17 Million Dollar '96 Olympic Volleyball Site. Reference: Charlie Obranowicz, 770-603-4014.
- **1994 - Big South Fork Scenic Railway (Stearns, Kentucky):** Product assessment, visitor study, conversion study, advertising and public relations assessment, and marketing recommendations. Reference: Bill Singleton, 606-376-5330.
- **1998 and 1992 - An Appalachian Summer Festival (Boone, North Carolina):** Product assessment, and marketing recommendations. Reference: An Appalachian Summer, Denise Weissburg, 704-262-2510.

Economic Development Studies:

- **1994 – Rock Hill EDC Study (Rock Hill, South Carolina):** Comprehensive study of prospect and industrial business owner opinions including rank order of incentives and attributes for attraction of recruits. Reference: Clay Andrews, Rock Hill EDC, 803-329-7090.
- **1992 - Commission of Public Works (Greer, South Carolina):** Comprehensive public works customer study. Reference: Jerry Balding, Executive Director, Commission of Public Works, 803-864-848-5500.

Governmental Studies (Non-Tourism):

- **1989 – Raleigh Transportation Services Study (Raleigh, North Carolina):** Transit study for the Raleigh Triangle area. Reference: David King, N. C. Dept. of Trans., 919-733-4713.
- **1990 – Charlotte Uptown Transportation Services Study (Charlotte, North Carolina):** Transit study for most effective methods of transportation for uptown employees/employers. (Randall). Reference: Mary Clayton, Charlotte Central City Partners (now Executive director, Charlotte office of Parsons, Brinkerhoff Transit Planning , 704- 362-1863.